



Article

# The Role of a Leader in Stimulating Innovation in an Organization

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**Abstract:** Many organizations seek ways to stimulate and encourage staff innovation. One of these is leadership that can boost staff innovation behavior. The aim of this article is to reflect on leadership and its contribution to stimulating innovation. To achieve the aim of the article—and to verify the hypotheses—deductive inference, the analysis of the subject literature and the author’s own questionnaire were used. The research was carried out with an original questionnaire to assess the role of a leader in stimulating innovative activity. The questionnaire consists of 28 statements. The analysis of the results of the empirical research has confirmed the research hypotheses that the role of a leader is to stimulate the creativity of employees and reward their innovative behavior. The analysis of the role of leadership in stimulating organizational innovation showed that the vast majority of statements concerning the role of leadership achieved a mean score above 5.0 (86%)—an average level. The research suggests that leaders should first and foremost play the following roles in stimulating innovation (e.g., a performer/creator of employee creativity and a promoter of rewarding the innovative behavior of employees).

**Keywords:** leader; leadership; innovation; innovation management; stimulating innovation

## 1. Introduction

In an unstable and competitive environment, organizations attempt to find different ways to gain a competitive advantages. One of these ways is to introduce innovations. Technological progress, changes in consumer behavior, increased competition, limited resources, short product lifecycles and evolving business are only some of the factors that create the need for innovation in organizations.

Therefore, the scope and type of implemented innovations tend to undergo modifications as the organization develops and business models change. Innovation is one of the most important sources to gain a competitive advantage (Hansen 2014; Abidin et al. 2013; Gunday et al. 2011; De Jong and Vermeulen 2006). While some organizations opt to innovate to stand out, others are forced to innovate to survive. In general, innovation in different areas of a company’s activity improves productivity, efficiency and quality of work, thereby increasing the quality of products and their competitiveness and improving the overall efficiency and productivity of the company.

Various factors determine innovative activity in an enterprise. Determinants affect both companies and individual units employed by them. Many factors determine innovative processes and, broadly speaking, they can be divided into external and internal factors (Koziol-Nadolna 2015). Internal conditions create the innovative potential of an enterprise to innovate and these include tangible, intangible and human resources. The theory of company resource development—popularized since the 1990s—assumes that rare resources and skills guarantee extraordinary and outstanding profits and additionally ensure rapid development and a considerable competitive advantage (Barney Jay 1991; Prahalad and Hamel 1990; Grant 1991).

# Stimulating The Organization

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